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1 April 1952

MEMORANDUM FOR: ASSISTANT DIRECTOR FOR POLICY COORDINATION

THROUGH: Chief, Administration and Logistics Staff

SUBJECT: Table of Organization Logistics Division

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1. The Logistics Division, Ops, does not, and cannot, under the present conditions, adequately perform the functions assigned this Division by [REDACTED]. These functions are considered essential. The partial results obtained by the Division have demonstrated that the proper functioning of this staff element is not only extremely desirable but essential to successful operation. The results obtained, due to an extreme shortage of personnel, have been accomplished to a great extent in a hit and miss fashion with hasty and faulty analysis, and inadequate coordination and planning. The results produced under these adverse conditions, although leaving much to be desired, have beyond doubt proven to be invaluable. The personnel presently assigned or in process cannot adequately cope with the logistical support problems with which this organization is faced.

2. Submitted herewith is a proposed T/O for Logistics Division indicating the desired strength and distribution of personnel (Tab A) and a modification of the proposed T/O (Tab B) which indicated only that personnel deemed the minimum essential under the current situation for the performance of the functions assigned to this Division.

3. This Division staffed as indicated in the proposed T/O (Tab A) can properly and adequately perform its assigned functions. It can perform the proper analysis and effect adequate coordination, provide command and other staff elements with the necessary staff guidance and exercise the staff supervision necessary to assure adequate, efficient, and timely logistical support to the operations of this agency. It will also be able to anticipate and provide the detailed and accurate analytical reports to command and the other staff elements as to the present and projected support capabilities so essential to adequate operations planning.

4. The proposed T/O as modified by Tab B indicates the minimum personnel essential to fulfill the functions. This minimum was

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determined only after careful and critical study of the assigned functions as related to actual functional requirements, distribution of personnel within Logistics Division, the current and projected situation as to the logistical support requirements and the organization and location of the supported area divisions. After a careful analysis of all the factors involved, it is evident that a lesser number of personnel or faulty distribution required by inadequate qualification can only result in the curtailment of essential activities by this Division.

5. An analysis of the situation by branch is as follows:

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a. The Logistics Plans Branch, as an effective activity is nonexistent. Such planning as is accomplished is done by personnel of other branches. This situation is entirely unsatisfactory. A partial staffing of the [REDACTED] Logistics Plans Branch, is imperative. It is essential to successful support of operations that other staff elements, including other branches of this Division, receive the guidance and assistance which this section should and could provide with adequate, qualified personnel. The requirement for an adequate [REDACTED] is only slightly less urgent. The proper development of war plans requires essentially the same guidance and assistance required for planning for current operations. The [REDACTED] should be performing the essential function of developing logistics intelligence. This section will require personnel with the same qualifications as the other two sections. Until the two planning sections are staffed with the minimum indicated, the development of logistics intelligence will not be undertaken.

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b. The Control Branch, Logistics Division, designed to assist the Chief of Division compile and prepare vital reports and statistics for presentation to command and planning elements, develop methods, procedure, and organization of logistics support elements, perform necessary field inspection and audit the technical aspects of stock control and accounting, presently has only [REDACTED] positions authorized. [REDACTED] positions are concerned with machine accounting. A statistical clerk, GS-7, to fill the [REDACTED] position is in process. The functions which should be performed by this branch are only partially performed by personnel of the Supply Branch. The best results cannot be produced in this manner. The personnel concerned are distracted from their primary duties, thus reducing their effectiveness. Accurate detailed reports and statistics, required by command elements, cannot be properly

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26 compiled and presented; stock control and accounting cannot be properly inspected so long as this branch does not have the minimum personnel required. The results which this branch is designed to produce are considered vital to the proper functioning of command.

c. The Facilities and Services Branch has partially fulfilled its function in the service fields; however, the lack of qualified personnel has seriously curtailed these activities. The facilities and installations functions have not been undertaken except to a very limited degree. An effort is currently being made to develop a much-needed facilities inventory. This activity is a project of the air support officer, who is also acting chief of the branch. Satisfactory results obviously cannot be produced under this condition. This organization within the foreseeable future will require supply base facilities in various parts of the world. Much is required in the development of space requirements, staff guidance in site selection, layout and design of these facilities. Considerable data has been developed in this connection; however, the lack of qualified personnel prevents satisfactory completion of necessary studies and actions.

d. The Supply Branch has received special emphasis in the authorization of position vacancies and assignment of personnel. General familiarity with supply problems and a lack of appreciation of the importance of other logistic activities and responsibilities assigned this Division has resulted in an unbalanced organization in personnel and qualifications. Consequently, the efforts of assigned personnel have been diverted into activities in which their experience is limited. This situation requires additional time and produces less than the desired results. In spite of these handicaps, and contrary to what the foregoing may indicate, much has been accomplished. The value of these accomplishments is now becoming apparent and recognized. They include: requirements development and submission procedures, the development of stock control procedures and installation, in one area, of a stock control center, the operation of a requisition control and accounting procedure pending the world-wide installation and operation of stock control centers, the development of considerable logistic planning data and guides, and the adaptation of these procedures and aids to machine accounting systems. Of course, the normal routine staff guidance, coordination, and assistance has been and will continue to be accomplished to the fullest extent the capabilities of this Division will permit.

e. The Office

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e. The Office of the Chief, Logistics Division, has been and continues to be seriously handicapped in providing administrative support to the branches. The presently authorized force is insufficient to process division personnel actions, handle mail, keep document logs, and accomplish the necessary filing in addition to their stenographic duties. There is an urgent need for the operation of a central filing system within the Division. The practice of each office or section maintaining individual files is cumbersome, wasteful, and discourages proper coordination. Proper handling of action papers within such a central system will also permit much more effective supervision by the Chief of Division and assist in assuring timely completion of all staff actions.

f. In view of the situation outlined above, immediate remedial action toward improving the personnel situation in Logistics Division is indicated in order to assure essential staff assistance to the commander in discharging his responsibility to provide and adequately supervise the logistic support of Opc operations.

7. Recommendations:

a. It is recommended that the Table of Organization enclosed as Tab A be approved.

b. It is urgently recommended that position vacancies and immediate recruitment be authorized to raise the strength of Logistics Division to a minimum of [REDACTED] positions as indicated by Tab 1.

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[REDACTED]  
Chief, Logistics Division

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Distribution:

Addressee

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CI - 2 (minus attachments)

Att: Tabs A, E, C

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